

Presidio Trust Board of Directors Meeting
May 23, 2012
Minutes

Attending:

Nancy Bechtle
David Grubb
Charlene Harvey
Bill Hambrecht
Alex Mehran
John Reynolds

Not Attending:

Michael Shepherd

Michael Boland
Steve Carp
Karen Cook
Tia Lombardi (11:47 – 12:35)
Mollie Matull
Craig Middleton
Mike Rothman

Meeting called to order by Chairperson Bechtle at 10:16 a.m.

Actions taken:

- Approval of Minutes of [March 14, 2012](#) ([Resolution 12-11](#)). By motion duly made and seconded. Vote: 6-0.
- Approval of Adoption of Revised Fiscal Year 2012 Operating Budget Forecast and Revised Five-Year Construction Plan ([Resolution 12-12](#)). By motion duly made and seconded. Vote: 6-0.
- Approval of Adoption of Operating Budget for Fiscal Year 2013 and Five-Year Construction Plan ([Resolution 12-13](#)). By motion duly made and seconded. Vote: 6-0.
- Approval of Construction Project – Montgomery Street Landscaping ([Resolution 12-14](#)). By motion duly made and seconded. Vote: 6-0.
- Approval of Construction Project – Quartermaster Reach Culverts Installation ([Resolution 12-15](#)). By motion duly made and seconded. Vote: 6-0.

Discussion items:

- Ms. Bechtle was sworn in for a second term as a Board director.
- Ms. Bechtle reminded the Board that special passes would be required for vehicle access to certain areas of the Presidio on May 27 in connection with the 75th anniversary commemoration of the Golden Gate Bridge.
- Mr. Middleton reported that:
 - The low viaduct of Doyle Drive recently was razed and that traffic detours seemed efficient.
 - The new Pacific Overlook near the Rob Hill Campground will open today.
 - Trail building is moving along quickly.
 - Improvements at the Baker Beach Apartments are on schedule and on budget. Mr. Reynolds commented that the re-painted buildings look good.
 - The Trust's operating overhead will decrease by approximately 16% in the next fiscal year and the net operating income should increase by 50%.
 - Fiscal year 2013 will be the Trust's first year without receiving appropriations from Congress. Reaching this milestone presents an opportunity to celebrate the Trust's accomplishments and to brand the Presidio.
 - The Doyle Drive rebuild has resulted, and will continue to result, in some infrastructure benefits to the Presidio beyond an improved roadway.
 - The Trust will work on youth programs in concert with the Golden Gate National Parks Conservancy, the National Park Service (NPS) and other partners to develop, to increase impact, and to avoid duplication and waste.
 - Design of the Visitor Center is ready to begin; an agreement with the NPS to transfer use of certain buildings in the Presidio will be executed soon. Mr. Middleton said that alternative sites were being identified for the future locations of First Republic Bank and the Post Office.
 - An interim café will open tomorrow in the former La Terrasse location at the Transit Center while longer-term options for the site are identified. The café will be operated by the same food service provider operating at the Presidio Golf Course. Mr. Rothman said that the Trust will monitor the business levels at the restaurant and will adjust the hours of the café as necessary.
 - A program of Sundays in the Park will be rolled out in the Main Post area in mid-June, featuring food trucks at the northern end of the Anza parking lot and recreational equipment supplied by Sports Basement. Mr. Mehran said that it is important to get the right food trucks, in sufficient quantity, and that social media should be used to advertise their presence.
 - The Fort Scott advisory committee is being formed. Mr. Middleton reminded the Board that the former headquarters and a few ancillary buildings in the district are being renovated and that the interior spaces are flexible for use as offices, meetings rooms and training rooms. The Board discussed potential participants on the advisory committee and potential interim users of some of the Fort Scott space. Ms. Harvey commented that

a fund raising plan needed to be developed as soon as possible and that the first meeting of the advisory committee should not be delayed.

- Mr. Reynolds urged the Trust to work collaboratively with the NPS to develop and implement a strong interpretive program. Mr. Boland advocated a holistic approach to interpretive services. Mr. Middleton said that two important initial components of the collaboration would be that the NPS assign a point person and that the NPS provide some funding.
- Ms. Bechtle said that she had heard some reports of coyote sightings in Presidio residential neighborhoods. Mr. Boland outlined the Trust's protocols for such events.
- Mr. Middleton explained that rehabilitation of the Officers' Club, the oldest building in San Francisco, was exceeding cost estimates both because of a significant change in the scope of the project and because building conditions discovered during selective demolition and abatement activities required unanticipated additional upgrades to mechanical systems. Mr. Middleton said that Mr. Grubb has been consulting closely with Trust staff to work through the challenges.
- Mr. Rothman presented the Finance and Audit Committee report from its meeting earlier in the day. Mr. Rothman said that the Committee recommended adoption of the revised fiscal year 2012 budget forecast and adoption of the fiscal year 2013 budget and five-year construction plan. He reviewed the fiscal year 2012 results to date and explained the revisions to the budget forecast. Mr. Rothman also outlined the highlights of the proposed fiscal year 2013 budget and construction plan. In response to Mr. Mehran's question, Mr. Middleton said that costs associated with a new park entry in the Thornburgh area were not included in the budget. The Board authorized an initial allocation of \$250K for surveying and planning the new Presidio entry. Mr. Mehran also asked about the cost of the United States Park Police (USPP). Ms. Cook explained that use of the USPP is required by the legislation creating the Trust. Mr. Middleton said that the Trust has little direct control over the level of expense for park police.
- Mr. Middleton explained that the proposed funding for Phase 2 of the Montgomery Street Landscape project involved landscape and streetscape improvements, including planting ground cover, foundation plants and mature trees, and installing lighting, accessible on-street parking and improved crossings. The objective is to make the area more attractive and welcoming while preserving its historic character. Ms. Bechtle suggested planting some trees in the parking lot. Mr. Middleton said that he would return to the Board with a recommendation.
- Mr. Middleton reported that the Trust will receive \$3.45M from Caltrans in return for a one-year extension of the construction right-of-way. Caltrans will also return Building 211 to the Trust. The Trust will receive \$7M from the San Francisco International Airport (SFIA) for wetland mitigations. The Trust will use the Caltrans and SFIA funds for the construction of Quartermaster reach culverts under Mason Street and for habitat restoration projects. Mr. Middleton said that the SFIA required a Board resolution from the Trust to release the funds.

- Brent Glass, Director Emeritus, National Museum of American History, joined the meeting (11:47 – 12:35) to discuss the use of 610 Mason Street, the former commissary building. Ms. Bechtle said that the Presidio Trust Management Plan designates the iconic site as a cultural center. Mr. Glass reported that he had been consulted to evaluate the site as such a venue. His three-part review involved interviews and conversations with Board members, Trust staff, community thinkers and leaders, and museum colleagues of local and national stature; cost estimating, space planning and flows; and an online scan of world museum plans.

Mr. Glass reported that two general concepts emerged from his assessment – that the Presidio is of local, national and international historic significance and that a museum should tell the stories of the Presidio, and that a museum at this location should be a showcase for innovation as well as a site for history and the arts. He suggested that an exhibition center with a flexible program featuring long-term exhibits and traveling borrowed collections would be more desirable than a permanent collecting institution. The Board discussed space planning and limitations, and possible construction and operating costs. Mr. Glass and the Board also discussed management/governance alternatives of a museum and identification of target audiences. Ms. Bechtle said that a museum should take advantage of the foot traffic and that it should be both fun and engaging while combining history with dynamic exhibits. Mr. Mehran said that it should make people want to come back and visit multiple times. Ms. Harvey suggested that an ad hoc committee be formed to focus on a museum at 610 Mason Street. She also said that it is important to identify who the Trust’s partners may be.

As next steps, the Board directed Mr. Glass to perform a marketing study to test museum concepts and to develop and refine operating cost estimates.

- The Board discussed its recent retreat. Now that the milestone of financial self-sufficiency has been reached, Mr. Hambrecht said that the Board should focus on an overall strategic plan and framework of how to make a great park, rather than on the tactics. He said that the Board should think of the next 15 years. Mr. Middleton asked whether a series of strategy sessions would be desirable. Mr. Reynolds suggested that a few key, immutable goals be identified. Mr. Grubb said that the Board should review the original strategic planning goals and discuss them. Mr. Middleton said that discussion of the original goals would be the focus of the next Board meeting.

Meeting adjourned by Chairperson Bechtle at 1:04 p.m.